



# STRATEGIC PLAN | 2006-08

Victim Compensation and Government Claims Board:

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## Introduction

This Strategic Plan sets forth the vision, mission, values, goals and objectives developed to enable the Victim Compensation and Government Claims Board (VCGCB) to better serve the California public. The VCGCB will meet its mission and mandate while: utilizing state-of-the-art information technology; providing excellent customer service; ensuring continued funding stability; and establishing a positive workplace environment.

The VCGCB administers the Victim Compensation Program and the Government Claims Program. Since its inception in 1965, the Victim Compensation Program has helped crime victims pay more than \$1.5 billion in medical bills, funeral expenses, mental health treatment, lost wages, and other crime-related expenses.

The Government Claims Program has its roots in the State Board of Control, which originated in 1911. The Government Claims Program helps members of the public resolve claims against the state. Additionally, the VCGCB administers the California State Employees Charitable Campaign, the Good Samaritan Program, and the Missing Children's Reward Program.

Employees and stakeholders contributed to this Strategic Plan through a series of meetings, interviews, and focus groups. An all-staff meeting allowed each employee the opportunity to contribute ideas, and the VCGCB Executive Management Team finalized the plan at a two-day meeting.

The Executive Officer of the VCGCB and her team also created a detailed operational plan to complement this Strategic Plan. Quarterly reviews of the tasks and measurements in the operational plan will enable the VCGCB to achieve its strategic goals and objectives, and thereby fulfill its mission to serve claimants and stakeholders through effective assistance and timely resolution of claims.

## Our Vision

Excellence as our standard.

## Our Mission

To serve our claimants and stakeholders through effective assistance and timely resolution of claims.

We carry out our mission in the following ways:

- Ensuring that claims are handled promptly, fairly and consistently.
- Educating the public and partnering with our stakeholders to ensure public access to services.
- Using the best technology available to provide accurate and timely resolution of claims.
- Working with partners in the victim services community to ensure that victims have access to all available information and resources.
- Maintaining the fiscal stability of the VCGCB to ensure that the Restitution Fund is stable and that current and future needs of victims are met, and that the Government Claims Program has sufficient financial support to meet its needs.

## Our Values

- Excellent customer service
- Excellent working relationships with stakeholders
- Effective communication
- Agility and continuous improvement
- Pride, professionalism, and a commitment to quality and teamwork
- Diverse opinions and viewpoints
- Opportunities for professional growth and development

## Our Strategic Goals

To fulfill its mission, the VCGCB has identified the following four goals:

**Goal 1: Excellence in Customer Service.** Provide professional, effective, and timely service. Build a customer service culture in all areas of the organization.

**Goal 2: Continued Funding Stability.** Strengthen and maintain the stability of the Restitution Fund to provide uninterrupted benefits for victims. Maintain the fiscal stability of the Government Claims Program in order to provide timely resolution of claims for claimants and state agencies.

**Goal 3: Excellence in Information Technology.** Develop and implement state-of-the-art technology to ensure efficient business functions and outstanding customer service.

**Goal 4: Positive Workplace Environment.** Provide opportunities for professional development for all staff. Value teamwork, personal accountability, and commitment. Recognize excellence.

## Goal 1: Excellence in Customer Service

*Provide professional, effective, and timely service. Build a customer service culture in all areas of the organization.*

Objective 1: Develop an organization-wide customer service culture.

The VCGCB administers a variety of programs that directly serve the California public. Excellence in service is essential not only from those who directly serve the public, but also from those who serve the public indirectly by supporting the organization. Initiatives to improve customer service include an enhanced customer call center, organization-wide training, and formal recognition of superior service.

In order to fully implement an organization-wide customer service initiative, individual divisions within the VCGCB will set standards for customer service and identify criteria to measure the effectiveness of customer service improvements.

Objective 2: Build partnerships; share resources.

Working together with stakeholders, the VCGCB will create new partnerships and augment those that already exist, enhancing our ability to provide excellent service. Obtaining and providing information electronically, as appropriate, will improve our business processes.

Objective 3: Remove barriers; improve communication.

The VCGCB will make our services accessible. To this end, an improved business process, customer service standards, and an enhanced customer call center will make it convenient for the public to contact the VCGCB, resolve problems, and receive answers to their questions. We will make our written and electronic communication understandable to California's diverse public. Surveys and feedback from customers and other stakeholders will continuously be used to improve our business process.



## Goal 2: Continued Funding Stability

*Strengthen and maintain the stability of the Restitution Fund to provide uninterrupted benefits for victims. Maintain the fiscal stability of the Government Claims Program in order to provide timely resolution of claims for claimants and state agencies.*

Objective 1: Ensure that the Restitution Fund meets the needs of victims of crime while working with partners statewide to continually improve restitution imposition and collection.

Financial difficulties and low reserves in the Restitution Fund in 2002 and 2003 resulted in reduced benefits to victims and delayed payments to service providers. Since then, the Restitution Fund has stabilized due to increased restitution collection and fiscally responsible management.

Through our partnerships with local government entities to assist with claims processing and restitution, the VCGCB will continue to improve restitution imposition while considering the needs of victims and ensuring appropriate benefit levels.

Objective 2: Continuously evaluate the stability of the Restitution Fund and take necessary steps to ensure its solvency.

The stability of the Restitution Fund is essential to maintain benefits needed by victims of crime. By monitoring trends and taking appropriate actions, the VCGCB will work to ensure consistent funding for victim compensation.

Objective 3: Continuously evaluate the fiscal stability of the Government Claims Program.

The Government Claims Program receives no revenue from the General Fund. The VCGCB is committed to monitoring and anticipating trends in funding the Government Claims Program.

### Goal 3: Excellence in Information Technology

*Develop and implement state-of-the-art technology to ensure efficient business functions and outstanding customer service.*

Objective 1: Develop and implement a new claims management system for the Victim Compensation Program (VCP).

A new claims management system, the Compensation and Restitution System (CaRES), will provide improved service to better communicate with victims of crime. The “go live” date for Phase I of the new system is June 30, 2006. Future phases will provide on-line access for claimants, service providers, and local victim advocates. The new system will incorporate document imaging with the goal of achieving a paperless process to reduce costs and increase customer service.

Objective 2: Develop and implement a new claims management system for the Government Claims Program (GCP).

Development and implementation of a new claims management system will improve processes in the GCP. The GCP claims management system will connect directly to the VCGCB accounting system to facilitate the efficient transfer of information.

Objective 3: Develop and implement technology to improve operational support systems.

Upgraded technology will enhance services and contribute to the efficiency of the VCGCB business process. Future improvements include an enhanced customer call center, document imaging, a real-time accounting system, a new database program for the California State Employees’ Charitable Campaign, and new software to manage human resources information.

## Goal 4: Positive Workplace Environment

*Provide opportunities for professional development. Value teamwork, personal accountability, and commitment. Recognize excellence.*

Objective 1: Enhance employees' opportunities for professional development.

The VCGCB will encourage employees to develop the knowledge and skills necessary for professional development.

Objective 2: Develop and implement an employee recognition program.

An employee recognition program will recognize excellence in the workplace and outstanding customer service.

Objective 3: Provide a professional working environment for employees.

The VCGCB strives to provide a professional work environment emphasizing personal accountability, and is committed to maintaining an environment that enables employees to perform quality work as valued professionals.

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